



Section X: Enterprise Funds

Water & Sewer Enterprise Fund	Section X.1
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Water Supply & Distribution	
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Debt Service	
Fringe Benefits	
Budgetary Reserves	



Town of Natick

FY 2010 Budget

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Town of Natick

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FY 2010 Budget Development

Department: Water & Sewer

Enterprise Fund

Mission:

Water & Sewer Operations:

The mission of the Natick Department of Public Works is to maintain and improve in a cost-efficient manner the infrastructure, buildings, equipment, and recreational facilities of the Town and be ready and available to provide immediate and professional response to emergency situations.

The Department will provide safe and adequate drinking water and fire protection by maintaining and improving with available resources the water treatment plant, wells and water mains throughout town. The Department will also provide dependable and reliable trash collection and recycling services to the residents of the Town.

The Department will assist, support and cooperate with other Town departments, boards and commissions as well as other municipalities, State and Federal agencies in all relevant activities that promote and benefit the Town and the quality of life for the citizens of the Town.

Utility Billing Operations:

The Utility Billing office is responsible for the billing and collecting of Water and Sewer activity. This includes uploading the usage files received from DPW on a monthly basis, recording the receivable due to the Town of Natick, printing and mailing of water/sewer invoices, and posting water/sewer cash receipts. Also process abatements, corrections, final billing for real estate sales and special billings for backfills, valve work, etc, and maintain the senior citizen account designations with the Assessor's Office. Finally, this department is also responsible for answering customer inquiries and problem research.

Goals:

Water & Sewer Operations:

- Replace the 2" water main on Vermont Ave, Maine Ave, Massachusetts Ave, and Gannett Road with 8" D.I. water pipe*
- Replace the 20 year old or older water service lines on Oak Street and Pine Street.*
- Replace the valves on the H&T sand filters at the water treatment plant.*
- Start media replacement on the air strippers and pressure filters at the water treatment plant.*
- Upgrade SCADA software and hardware.*
- Install flow meters at elm bank wells.*
- Finish phase 5 water relining.*

Utility Billing Operations:

Personnel Advancement

- *Work with Personnel Director on customer service/team building*
- *Reconfigure Collector's Office personnel to facilitate better service*

Enhance On-line, Web, Computer Applications

- *Work with DPW to add on-line Geographic Information System (GIS) capabilities; create Executive Committee to enhance usability throughout organization*
- *Working with Information Technology department, work toward development of intranet*

Budget Process Improvements

- *With DPW, consider alternatives to water billing system*



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FY 2010 Budget Development

Department: Water & Sewer

Enterprise Fund

Goals (con't)

Utility Billing Operations:

Miscellaneous

- *Implement new water billing system including averaging for condos*
- *Begin to assess opportunities for public information kiosk at Town Hall & Morse Institute Library*

Budget Overview:

The Water & Sewer Enterprise Fund has three divisions within it: Sanitary Sewer, Water & Utility Billing.

Department of Public Works Sewer Division

I. Main Purpose of the Department

The Sewer Division operates and maintains over 131 miles of the sewer collection system and seeks to meet or exceed all federal and state mandates and guidelines governing the sewer collection system. The division monitors the town's thirty six sewer pump stations seven days a week. Personnel from this division are on call twenty four hours a day, seven days a week to respond to any sewer emergency.

II. Recent Developments

- Completion of the Speen Street and Park Avenue sewer main projects
- Continuation of the sewer mains relining program
- Replacement of Grove Road and Jennings Pond Sewer Pump Station

III. Current Challenges

- Implementation of the Infiltration and Inflow (I/I) study of the Town's sewer system
- Maintain program to alleviate chronic sewer back up areas
- Monitoring the sulfides in the sewer system
- Loss of Rate Reduction funding by the MWRA may impact MWRA rates.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact

- Increase to Sewer Pump Station/Line Maintenance to reline problem sewer mains and to continue the Degreasing Program.
- Increase of utility costs
- Fieldstone Lane and Crescent Street sewer pump station renovations

V. On the Horizon

- Coordination of the water and sewer line expansion and rehabilitation with the Natick Mall and Chrysler Road Housing Development

Department of Public Works Water Division

I. Main Purpose of the Department

The Water Division operates and maintains the Town's water wells and water treatment plant. It provides safe and potable drinking water throughout the 152 miles of distribution mains throughout Town. The Division is responsible for water meter calibration, reading over 12,500 meters, and the installation, inspection and testing of backflow prevention devices. In addition, the Division is responsible for water quality testing on a weekly basis, the testing and maintenance of 1,400 fire hydrants and the repair of water leaks. Personnel from this Division are on-call twenty four hours a day, seven days a week to respond to any water emergency.



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FY 2010 Budget Development

Department: Water & Sewer

Enterprise Fund

Budget Overview:

Department of Public Works Water Division (con't)

II. Recent Developments

- Implementation of the Environmental Management System (ISO 14001) at the Springvale Water Treatment Plant
- Completion of Backflow Prevention Program
- Phase 4 of the Water Main Relining program is completed
- Implemented a new water leak detection program to reduce unaccounted for water.
- Replacement of all residential water services on Speen Street

III. Current Challenges

- Continue to update the ISO 14001 Certification of the Springvale Water Treatment Plant
- Completion of the current contracts for the Phase 5 Water Main Relining program
- Replacement of all residential water services on Oak Street, Pine Street, Glen Street, and Union Street
- Structural and sanitary survey and inspection of both reservoirs and installation of chlorine injector system to the Town Forest Reservoir.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and the Budget Impact

- Implement a new pump preventive maintenance schedule
- Significant increase in the cost of electricity.

V. On the Horizon

- Coordination of the water and sewer line rehabilitation with the Natick Mall and Chrysler Rd Housing Development.

Utility Billing Division

I. Main Purpose of the Department

The primary responsibility of the Department is the quarterly billing of 12,550 water and sewer accounts. These duties include preparation of quarterly invoices, dispute resolution with rate payers, special fee invoicing, etc. This Department is responsible for the certification of delinquent accounts to the Board of Assessors for inclusion as water and sewer liens transferred to real estate bills.

II. Recent Developments

In FY2010 a web application that will facilitate the public viewing of actual bills in a “.pdf” format will be implemented.

III. Current Challenges

The format and content of information included with the water and sewer bill is being evaluated for clarity. The goal is to improve the information provided to ratepayers. The budget request for FY2010 includes an additional \$10,000 for improvements to the billing software.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

A more informative billing format will be implemented in FY2010. This format will at a minimum include usage history, comprehensive explanation of bill calculation, and other informational materials. The budget request for FY2010 continues to include funding for improved notification to delinquent accounts, notification to subsequent/new property owners, and additional research/resolution for returned mail.



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FY 2010 Budget Development

Department: Water & Sewer

Enterprise Fund

Budget Overview:

Utility Billing Division (con't)

V. On the Horizon

The development of increased Internet access to information and the development of information kiosks at Town Hall and Library are priorities for the near future.



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FY 2010 Budget Development

Department: Water & Sewer

Enterprise Fund

Appropriation Summary

Water & Sewer Enterprise Fund

Sewer Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Total Salaries	591,741	665,522	12.5%	686,001	20,479	3.1%
Total Operating Expenses	4,152,034	4,268,355	2.8%	4,275,355	7,000	0.2%
Total Sewer Operations	4,743,775	4,933,877	4.0%	4,961,356	27,479	0.56%

Water Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Total Salaries	853,948	902,255	5.7%	914,875	12,620	1.4%
Total Operating Expenses	795,733	1,027,800	29.2%	1,090,200	62,400	6.1%
Total Water Operations	1,649,681	1,930,055	17.0%	2,005,075	75,020	3.89%

Utility Billing Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Total Salaries	87,649	96,562	10.2%	99,636	3,074	3.2%
Total Operating Expenses	143,467	120,700	-15.9%	120,700	0	0.0%
Total Utility Billing Operations	231,116	217,262	-6.0%	220,336	3,074	1.42%

Employee Benefits

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Total Employee Benefits	604,816	661,535	9.4%	609,791	-51,744	-4.4%
Total Employee Benefits	604,816	661,535	9.4%	609,791	-51,744	-7.8%

Debt Service

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Debt Service						
Principal	1,314,051	1,629,665	24.0%	1,777,370	147,705	9.1%
Interest	574,341	634,898	10.5%	611,682	-23,216	-3.7%
Total Debt Service	1,888,392	2,264,563	19.9%	2,389,052	147,705	9.1%
Total Debt Service	1,888,392	2,264,563	19.9%	2,389,052	124,489	5.5%

Reserves

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Total Reserve Fund	0	200,000	#DIV/0!	200,000	0	0.0%
Total Reserve Fund	0	200,000	#DIV/0!	200,000	0	0.00%

Total Water & Sewer Enterprise Fund	9,117,781	10,207,292	11.9%	10,385,611	178,319	1.75%
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FY 2010 Budget Development

Department: Water & Sewer Operations	Enterprise Fund
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Staffing	2006	2007	2008	2009	2010
Water & Sewer Operations					
Water & Sewer Division Supervisor	1	1	1	1	1
Water & Sewer General Foreman	1	1	1	1	1
Administrative Assistant	0	1	1	1	1
Working Foreman	4	4	4	4	4
Heavy Equipment Operator	3	3	3	3	3
Skilled Laborer	7	6	6	6	6
Craftsman	3	3	3	3	3
GIS & Water Treatment Plant Supervisor	1	1	1	1	1
GIS Specialist	1	1	1	1	1
Chief Plant Operator	1	1	1	1	1
Night Operator	1	1	1	1	1
Station Operator	4	4	4	4	4
Utility Billing Operations					
Executive Assistant	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Department Support	0	0	0.1	0.1	0.1
Total FTE	29.0	29.0	29.1	29.1	29.1

Total FT/PT	29 FT / 0 PT	29 FT / 0 PT	29 FT / 1 PT	29 FT / 1 PT	29 FT / 1 PT
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Notes

Utility Billing Notes:

Departmental Support person:

works 960 hours total

720 hours allocat

240 hours allocat

720	1950	0.4
240	1950	0.1



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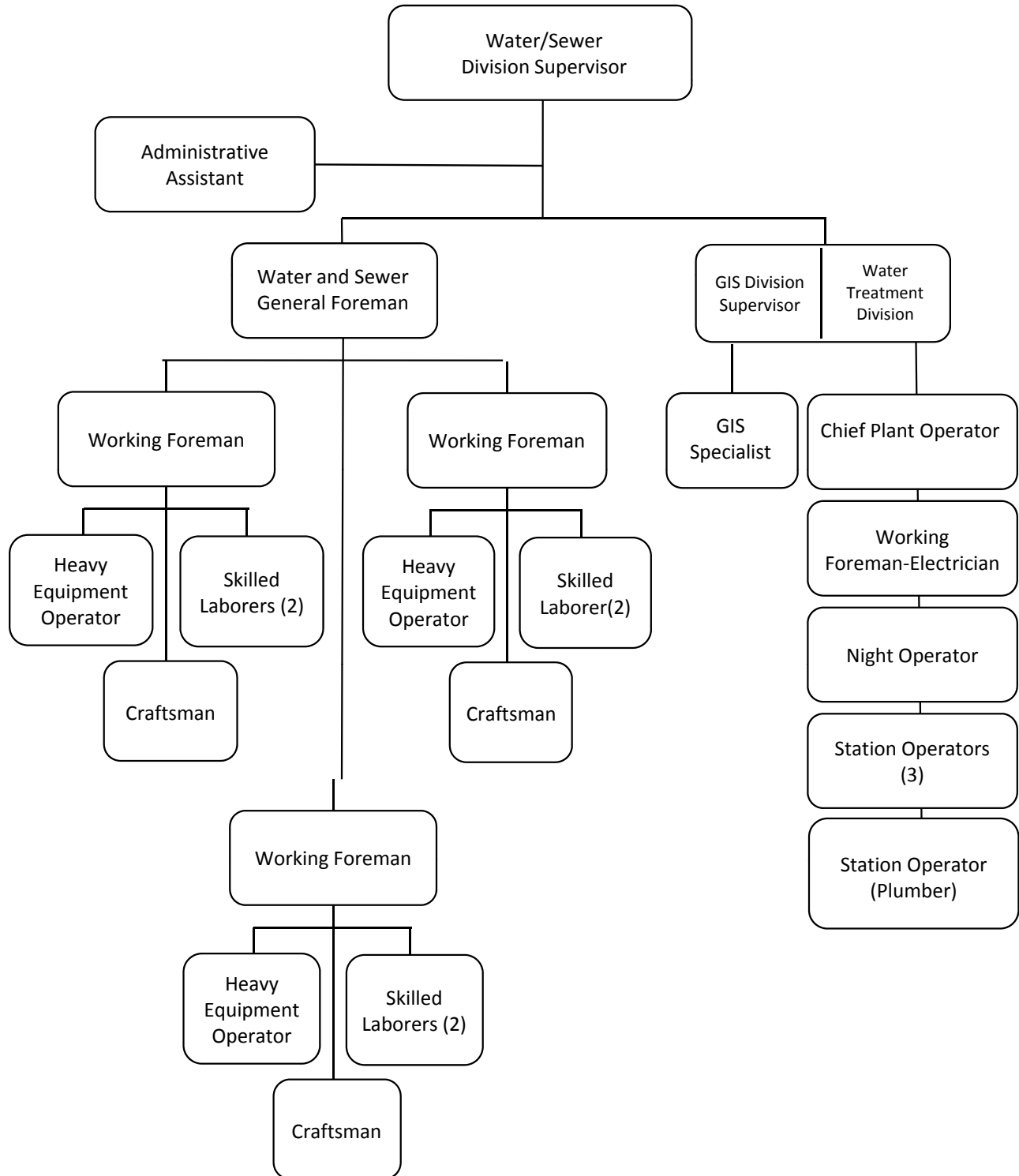
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FY 2010 Budget Development

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart



Note: Water & Sewer Divisions under the management of the Director of Public Works



Town of Natick

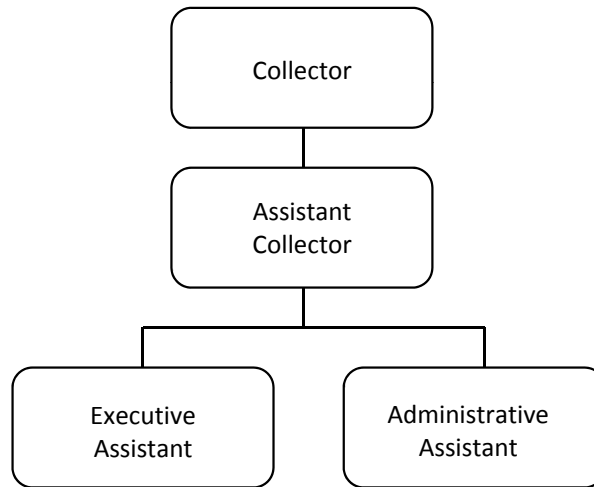
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FY 2010 Budget Development

Department: Water & Sewer Operations

Enterprise Fund

Organizational Chart: Utility Billing Operations



Note: Utility Billing Division is under the management of the Finance Director / Treasurer / Collector



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FY 2010 Budget Development

Department: Water & Sewer	Enterprise Fund
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Sewer Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %
Salaries Supervisory	110,886	116,917	5.4%	120,316	3,399 2.9%
Salaries Operational Staff	397,258	443,408	11.6%	455,800	12,392 2.8%
Salaries Temp Oper. - Police Details	6,987	5,000	-28.4%	5,200	200 4.0%
Supervisory Additional Comp	11,400	12,550	10.1%	15,700	3,150 25.1%
Operational Staff Additional Comp	24,292	31,485	29.6%	31,485	0 0.0%
Operational Staff Overtime	40,918	56,162	37.3%	57,500	1,338 2.4%
Personnel Services	591,741	665,522	12.5%	686,001	20,479 3.1%
Repairs & Maint. Equipment	2,705	2,000	-26.1%	3,000	1,000 50.0%
Repairs & Maint. Other	2,973	3,000	0.9%	3,000	0 0.0%
Utilities Electric	91,007	137,000	50.5%	137,000	0 0.0%
Purchase of Services	96,685	142,000	46.9%	143,000	1,000 0.7%
Licenses - CDL & Special	420	1,000	138.1%	2,000	1,000 100.0%
Clothing Allowance Operational Staff	3,150	3,500	11.1%	3,500	0 0.0%
Other Services Inc.	3,570	4,500	26.1%	5,500	1,000 22.2%
Tech & Prof Svs & MWRA Sulfide Testing	17,230	10,000	-42.0%	15,000	5,000 50.0%
Tech/ Prof. Services	17,230	10,000	-42.0%	15,000	5,000 50.0%
Repairs & Maint. Misc. Constr.	3,965	4,000	0.9%	4,000	0 0.0%
Supplies	3,965	4,000	0.9%	4,000	0 0.0%
Sewer Pump Station/Line Maintenance	36,944	50,000	35.3%	50,000	0 0.0%
MWRA Sewer Assessment	3,993,641	4,052,855	1.5%	4,458,141	405,286 10.0%
Water/Sewer Damage Claims	0	5,000	#DIV/0!	5,000	0 0.0%
Other Chgs. / Exp.	4,030,585	4,107,855	1.9%	4,107,855	0 0.0%
Total Operating Expenses	4,743,775	4,933,877	4.0%	4,961,356	27,479 0.6%

Water Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %
Salaries Supervisory	189,274	198,002	4.6%	201,121	3,119 1.6%
Salaries Operational Staff	573,464	581,853	1.5%	589,754	7,901 1.4%
Salaries Temp Operational	17,799	20,000	12.4%	20,500	500 2.5%
Supervisory Additional Comp	20,608	26,050	26.4%	26,050	0 0.0%
Operational Staff Additional Comp	23,198	32,650	40.7%	32,650	0 0.0%
Operational Staff Overtime	29,606	43,700	47.6%	44,800	1,100 2.5%
Personnel Services	853,948	902,255	5.7%	914,875	12,620 1.4%
Repairs & Maint. Software	11,600	10,000	-13.8%	15,000	5,000 50.0%
Utilities Electric	416,393	551,000	32.3%	600,000	49,000 8.9%
GIS Software & Training	27,638	25,500	-7.7%	25,500	0 0.0%
Copy/Mail Center Fees	11,407	12,000	5.2%	18,000	6,000 50.0%
Purchased Services: Miscellaneous	11,274	10,000	-11.3%	12,000	2,000 20.0%
Purchase of Services	478,312	608,500	27.2%	618,500	10,000 1.6%
Licenses - CDL & Special	4,990	5,600	12.2%	6,000	400 7.1%
Clothing Allowance Operational Staff	4,200	4,200	0.0%	4,200	0 0.0%
Other Services Inc.	9,190	9,800	6.6%	10,200	400 4.1%
Implement SDWA Amendment	18,418	20,000	8.6%	20,000	0 0.0%
Water Testing	19,460	20,000	2.8%	25,000	5,000 25.0%
Tech./Prof. Services	37,878	40,000	5.6%	45,000	5,000 12.5%
Repairs & Maint - Equipment	2,961	3,000	1.3%	3,000	0 0.0%
Repairs & Maint - Facilities	2,000	2,000	0.0%	2,000	0 0.0%
Repairs & Maint - Hydrants	9,990	10,000	0.1%	10,000	0 0.0%



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FY 2010 Budget Development

Department: Water & Sewer				Enterprise Fund		
Repairs & Maint - Misc. Repairs	18,979	18,000	-5.2%	18,000	0	0.0%
Repairs & Maint - Misc. Constr	17,850	18,000	0.8%	18,000	0	0.0%
Supplies	51,779	51,000	-1.5%	60,000	9,000	17.6%
Chemical Supplies	104,863	100,000	-4.6%	120,000	20,000	20.0%
Obsolete Meters	21,139	20,000	-5.4%	30,000	10,000	50.0%
Service Connections	12,968	13,000	0.3%	15,000	2,000	15.4%
Other Supplies	138,969	133,000	-4.3%	165,000	32,000	24.1%
Water Well/Water Line Maint.	45,442	150,000	230.1%	150,000	0	0.0%
New Hydrant Installation	10,000	10,000	0.0%	10,000	0	0.0%
Asphalt Crushing	8,983	9,000	0.2%	15,000	6,000	66.7%
Legal Services - Litigation	365	-				
DEP Assessment	12,742	14,000	9.9%	14,000	0	0.0%
MWRA Discharge Permit	2,073	2,500	20.6%	2,500	0	0.0%
Other Charges/Expenditures	79,605	185,500	133.0%	191,500	6,000	3.2%
Total Operating Expenses	1,649,681	1,930,055	17.0%	2,005,075	75,020	3.9%

Utility Billing

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %	
Salaries Operational Staff	87,044	89,408	2.7%	92,123	2,715	3.0%
Part-Time Operational Staff	-	4,808	#DIV/0!	5,043	235	4.9%
Operational Staff - Additional Comp	-	346	#DIV/0!	471	125	36.1%
Operational Staff Overtime	605	2,000	230.6%	2,000	0	0.0%
Personnel Services	87,649	96,562	10.2%	99,636	3,074	3.2%
Repair & Maint Equipment	4,969	4,000	-19.5%	4,000	0	0.0%
In State Travel/Meetings	500	500	0.0%	500	0	0.0%
Training & Education	2,500	2,500	0.0%	2,500	0	0.0%
Communication Telephone	1,363	1,500	10.0%	1,500	0	0.0%
Communication Postage	17,098	20,000	17.0%	20,000	0	0.0%
Collection Activities	17,911	10,000	-44.2%	10,000	0	0.0%
Copy/Mail Center Fees	38,775	33,000	-14.9%	33,000	0	0.0%
Purchase of Services	83,116	71,500	-14.0%	71,500	0	0.0%
Professional Serv. Misc.	14,000		-100.0%	0	0	#DIV/0!
Utility Billing Software	5,000	15,000	200.0%	15,000	0	0.0%
Utility Billing Printing	37,317	30,200	-19.1%	30,200	0	0.0%
Tech/Prof. Services	56,317	45,200	-19.7%	45,200	0	0.0%
Office Supplies	4,034	4,000	-0.9%	4,000	0	0.0%
Supplies	4,034	4,000	-0.9%	4,000	0	0.0%
Total Utility Billing	231,116	217,262	-6.0%	220,336	3,074	1.4%

Employee Benefits

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %	
FICA {Medicare}	14991	13,750	-8.3%	16,298	2,548	18.5%
Insurance Group Health & Life	358455	407,532	13.7%	381,280	-26,252	-6.4%
LIUNA Pension	36888	37,018	0.4%	40,489	3,471	9.4%
Other Personnel Services	410,333	458,300	11.7%	438,066	-20,234	-4.4%
Funding Schedule (22 Year) (W&S)	194,483	203,235	4.5%	171,725	-31,510	-15.5%
Other Charges & Expenditures	194,483	203,235	4.5%	171,725	-31,510	-15.5%
Total Employee Benefits	604,816	661,535	9.4%	609,791	-51,744	-7.8%



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FY 2010 Budget Development

Department: Water & Sewer	Enterprise Fund
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Water & Sewer Debt Service						
	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$	2009 vs. 2010 %
1992 Elm Bank * Refunded (2003)	155,000	155,000	0.0%	150,000	-5,000	-3.2%
1997 Water Treatment Plant* Refunded (2008)	25,000	25,000	0.0%	30,000	5,000	20.0%
1998 Water Treatment Plant	63,000	63,000	0.0%	62,000	-1,000	-1.6%
1999 Waterline Lakeshore Road	25,000	25,000	0.0%	25,000	0	0.0%
2000 Waterline Lakeshore Rd	30,000	30,000	0.0%	25,000	-5,000	-16.7%
2002 Water Mains North Main/Pine/North Ave.	140,000	140,000	0.0%	140,000	0	0.0%
2002 Water Mains Bacon/North Sts	70,000	70,000	0.0%	70,000	0	0.0%
2002 Water Meters	180,000	180,000	0.0%	180,000	0	0.0%
2003 MWPAT Trust	202,401	210,015	3.8%	215,720	5,705	2.7%
2005 Water Meters	35,000	35,000	0.0%	35,000	0	0.0%
Water Principal Sub-Totals	925,401	933,015	0.8%	932,720	-295	0.0%
1998 Sewer-Pleasant/Rockwood/Scardsdale	11,000	11,000	0.0%	12,000	1,000	9.1%
1999 Sewers-Eliot/Union/Pleasant & Others	40,000	40,000	0.0%	40,000	0	0.0%
1999 Sewer Union Street	35,000	30,000	-14.3%	30,000	0	0.0%
2000 Boden Lane Pump Sta	50,000	45,000	-10.0%	45,000	0	0.0%
2000 Sewer Water,River, Lincoln,Cohn St	45,000	45,000	0.0%	45,000	0	0.0%
2002 Sewer Lakeshore Rd	25,000	20,000	-20.0%	20,000	0	0.0%
2002 Sewer Leach Lane	10,000	10,000	0.0%	10,000	0	0.0%
2005 Sewer I/I	67,650	67,650	0.0%	67,650	0	0.0%
2006 Sewer-Speen/Park	105,000	105,000	0.0%	105,000	0	0.0%
Sewer Principal Service Sub-Totals	388,650	373,650	-3.9%	374,650	1,000	0.3%
Phase V Water Relining	-	300,000	#DIV/0!	300,000	0	0.0%
Estimated Final Phase V Water Relining	-	-	#DIV/0!	140,000	140,000	#DIV/0!
2008 Capital Equipment	-	23,000	#DIV/0!	30,000	7,000	30.4%
Paydowns on Pending Issues Sub-Totals	-	323,000	#DIV/0!	470,000	147,000	45.5%
Principal Totals	1,314,051	1,629,665	24.0%	1,777,370	147,705	9.1%
1992 Elm Bank	29,438	24,400	-17.1%	19,050	-5,350	-21.9%
1997 Water Treatment Plant	13,531	12,232	-9.6%	6,500	-5,732	-46.9%
1998 Water Treatment Plant	33,819	30,905	-8.6%	27,780	-3,125	-10.1%
1999 Water Line Lakeshore	15,600	14,463	-7.3%	13,300	-1,163	-8.0%
2000 Waterline Lakeshore Road	17,769	16,307	-8.2%	14,950	-1,357	-8.3%
2002 Water Meters	38,790	31,410	-19.0%	23,760	-7,650	-24.4%
2002 Water Mains No Main/Pine/North Ave	30,170	24,430	-19.0%	18,480	-5,950	-24.4%
2002 Water Mains Bacon/No Main Sts	15,085	12,215	-19.0%	9,240	-2,975	-24.4%
2003 Water Treatment Plant MWPAT Trust	131,688	124,072	-5.8%	118,366	-5,706	-4.6%
2004 Water Meters	9,188	7,963	-13.3%	6,913	-1,051	-13.2%
Interest on Debt Water Sub-Totals	335,077	298,397	-10.9%	258,338	-40,059	-13.4%
1998 Sewer-Pleasant/Rockwood/Scardsdale	6,654	6,145	-7.6%	5,570	-575	-9.4%
1999 Sewers-Eliot/Union/Pleasant & Others	22,418	20,598	-8.1%	18,738	-1,861	-9.0%
1999 Sewer Union Street	17,530	16,053	-8.4%	14,658	-1,396	-8.7%
2000 Sewer Boden Lane Sta	8,930	8,029	-10.1%	27,670	19,641	244.6%
2000 Sewer Water,River, Lincoln,Cohn St	27,693	24,086	-13.0%		-24,086	-100.0%
2002 Sewer Lakeshore Rd	14,435	13,410	-7.1%	12,560	-850	-6.3%
2002 Sewer Leach Lane	7,115	6,705	-5.8%	6,280	-425	-6.3%
2006 Sewer-Speen/Park	127,181	79,275	-37.7%	74,681	-4,594	-5.8%
Interest on Debt Sewer Sub-Totals	231,956	174,301	-24.9%	160,156	-14,145	-8.1%
Phase V Water Relining	-	135,000	#DIV/0!	111,375	-23,625	-17.5%
Estimated Final Phase V Water Relining	-	-	#DIV/0!	56,000	56,000	#DIV/0!
2008 Capital Equipment	-	7,200	#DIV/0!	5,813	-1,388	-19.3%
Paydowns on Pending Issues Totals	-	142,200	#DIV/0!	173,188	30,988	21.8%
Bond Anticipation Notes	7,309	20,000	173.6%	20,000	0	0.0%



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Water & Sewer				Enterprise Fund		
Total Interest	574,341	634,898	10.5%	611,682	-23,216	-3.7%
Total Water & Service Debt Service	1,888,392	2,264,563	19.9%	2,389,052	124,489	5.5%
Reserve Fund						
	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %	
Reserve Fund	-	200,000	#DIV/0!	200,000	0	0.0%
Total Reserve Fund	-	200,000	#DIV/0!	200,000	0	0.0%



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Water & Sewer Operations Line-Item Detail

Enterprise Fund

Narrative:

Sanitary Sewer Operations

Personnel Services

Salaries Supervisory: To fund the positions of Coordinator of Technical Services and .5 of the Supervisor of Sewer and Water, who oversees this division.

Salaries Operational Staff: To fund eleven employees who maintain and repair the sewer mains in the town.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.

Operational Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Purchase of Services

Equipment Repairs/Maintenance: This fund is for the repairs and maintenance of the town's thirty six sewer pump stations which include check valves, motor starters, mechanical seals, etc.

Repairs/Maintenance Other: This fund is for the repairs and maintenance of the alarms, wiring and fencing.

Electricity: This fund is for the use of electricity at the Sewer Pumping Stations.

Other Services (Misc.)

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, etc.

Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Tech & Professional Services

Professional Services-MWRA/Sulfide Testing: This fund is for the testing of the sewer before it enters the Massachusetts Water Resource Authority (MWRA) sewer system and other professional services dealing with this issue as required by the municipal discharge permit.

Supplies

Miscellaneous Construction Repairs and Maintenance: This fund is for the repairs and maintenance of sewer pipe, fittings, sewer camera, manhole covers and sewer rod equipment.

Other Charges

Sewer Line Maintenance: This fund is used for the engineering, repairing, maintenance and rehabilitation of the thirty six sewer pump stations and for the 150 miles of sewer mains such as television sewers, replacement of sewer pipe and manholes.

Massachusetts Water Resource Authority (MWRA) Assessment: This fund is for the costs of the town's sewer discharge into the MWRA sewer collection system.

Water Operations

Personnel Services

Salaries Supervisory: To fund the positions of GIS Technician, CADD GIS Technician and .5 Supervisor of Water and Sewer, who oversees this division.

Salaries Operational Staff: To fund thirteen employees positions who maintain and repair the water distribution system.

Salaries Temporary Operational: This fund is for police details for work done in the roadways and for part time help.

Supervisory Additional Compensation: This fund is for education incentive stipends and service award.

Operational Staff Additional Compensation: This fund is for longevity and temporary upgrades per union contract.



Additional Staff Overtime: This fund is for emergencies and callbacks after normal operating hours.

Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Water & Sewer Operations **Line-Item Detail**

Narrative:

Water Operations (con't)

Purchase of Services

Repairs and Maintenance Software: This fund is used for the Scada System at the Water Treatment Plant. It covers the upgrade of inturlusion software, hardware replacements and other related computer items.

Electricity: This fund is for the use of electricity at the Water Treatment Plant, Evergreen Wells, Morse's Pond Well, Elm Bank Well and the Booster Station at Captain Toms Hill.

Copy Mail Center: This fund is for department's share of the copy/mail center cost.

Purchased Services Miscellaneous: This fund is used for supplies and equipment including printers, computers, computer hardware etc.

Other Services Misc.

Licenses CDL and Special: This fund is for the reimbursement to the employees for license renewals, CDL, Hoisting, Water, memberships to NEWWA, etc.

Clothing Allowance Operational Staff: This fund is for the clothing allowance per union agreement.

Safe Drinking Water Act (SDWA) Amendment: This fund is for all Volatile Organic Compounds (VOC) water and other tests mandated by the Department of Environment Protection (DEP), Environmental Protection Agency (EPA) and Safe Drinking Water Act (SDWA).

Supplies

Water Tests: This fund is for all weekly water testing which includes coliform, manganese, fluoride, lead and copper.

Equipment Repairs/Service: This fund is for the repair of metal detectors, hoses and tapping machine.

Facility Repairs and Maintenance: This fund is for the repairs of locks, the purchase of propane gas and belts for air strippers.

Hydrant Repairs and Maintenance: This fund is used to repair and maintain the 1,200 fire hydrants in town.

Miscellaneous Construction Repairs and Maintenance: This fund is for replacing old water gates, ductile iron water pipe, gate boxes, large pipe fittings, tapping sleeves and gates.

Other Supplies

Chemical Supplies: This fund is for the chemicals (chlorine gas, hydroflousilic acid and potassium permanganate) injected into the water.

Replace Obsolete Meters: This fund is for the replacement of large water meters and flow meters for the water wells and for the calibration of large meters, etc.

Service Connections: This fund is to replace old water line services and replacing the water line in the streets that are to be repaved, including one inch plastic water pipe, curb stops, brass fittings, service boxes and cellar valves, etc.

Other Charges & Expenditures

Water Line Maintenance: This fund is for repairs and maintenance at the water treatment plant, water pump stations and water wells, consultant fees and emergencies.

New Hydrant Installation: This fund is for the installation and replacement of old fire hydrants.

Asphalt Crushing: This fund is used to hire a crusher for the gravel pit to recycle extra dirt and asphalt.

Department of Environment Protection Assessment: This fund is used for the DEP annual assessment.

Massachusetts Water Resource Authority Discharge Permit: This fund is used to pay the Massachusetts Water Resource Authority for the water discharge permit at the water treatment plant.



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Water & Sewer Operations Line-Item Detail

Narrative:

Utility Billing Operations

Personnel Services

Salaries Operational Staff Salaries for two staff positions are funded in this line item. This positions are responsible for preparation of monthly water and sewer charges, special billings (final bills, flat charges, etc.), printing of water / sewer bills, posting payments, customer service inquiries, file maintenance, etc. A full time position has been reduced in the Collector's budget after an employee retirement. This position (Administrative Assistant) will be funded in the amount of 50% via indirect charge to the General Fund. The addition of a part time position is also included in this staffing change.

Part Time Operational This funds 240 hours of part time operational staff. This position will provide administrative / clerical support to the Finance Director/ Collector and will be available during peak receipt periods to supplement the full time Utility Billing staff.

Overtime Operational This funds overtime worked by operational staff during peak receipt periods.

Purchase of Services

Repairs and Maintenance This is for the maintenance and repair of business equipment used in the Collector's office for Utility Billing purposes. The primary equipment is the high speed laser printer used for production of the water / sewer bills and bar code scanning equipment, etc.

In State Travel/Meetings For attendance at Department of Revenue seminars, Treasurer / Collector Association meetings, and administrative / clerical support staff seminars.

Training and Education The costs related to POINT Software training, Neptune meter reading and inventory systems, and PC specialized training seminars, etc.

Communication Telephone This is the proportional costs assigned to the Utility Billing for telephone service.

Communication Postage This is the direct cost associated with the mailings from the Utility Billing Collector's Office. (Water / Sewer bills, water quality survey, water ban, etc.) This item is reduced to reflect the actual amounts expended over the past several years. There has not been a need to mail notices for a mandatory water BAN. Costs will also be reduced as a result of utility billing enhancements which include CASS certified mailing of bills.

Collection Activities These funds are for additional mailings of notices of unpaid / delinquent charges, and demand bills, and other accounts receivable.

Copy/Mail Center Fees This is the proportional cost assigned to the Utility Billing Collector's Office for mail center labor for mail handling and copy charges.

Technical & Professional Services

Utility Billing Software This is utilized for minor programming modifications for water / sewer billing. These would include modifications not included in the annual maintenance that Point Software provides for the Water and Sewer receivable / collection system. The annual maintenance contracts for all Point Software applications are included in the Information Technology budget. This line item was increased by \$10,000 in FY2009 to facilitate the programming / modifications of an improved bill format, revenue forecasting, and web applications.

Utility Billing Printing The cost of services and supplies for the preparation of water / sewer bills including forms, consumables (toner), CASS certification software (Accu-Zip). This line item was increased to include a non capital lease for software to facilitate CASS certified mailings (see reduction in Postage).

Supplies

Office Supplies General office supplies for the Utility Billing Collector's Office for employee benefit and bank reconciliation functions.



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Water & Sewer Operations Line-Item Detail

Employee Benefits

Pays for benefits for Water & Sewer Benefit eligible employees.

Debt Service

Principal Payments:

The requested budget amount of \$1,777,370 represents repayment of principal for multiple water and sewer capital improvement projects.

Interest Payments:

The requested budget amount of \$611,682 represents the respective interest payments associated with general obligation bonds issued for water and sewer projects.

Bond Anticipation Notes:

The requested budget amount of \$20,000 represents the estimated amount for issue costs (bond counsel, financial advisor, rating agency fees, etc.) for authorized borrowings.

Reserve Fund

Covers \$200,000 for emergencies & unforeseen contingencies within the fund.



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

I. Main Purpose of the Department

The goals of the Department are to:

Provide golf opportunities, instruction and merchandise for Natick residents, non-residents and local businesses in the MetroWest area.



II. Recent Developments

The Golf Course experienced an increase in revenues from FY06 to FY07 (approximately \$36, 455). At this time, calendar 2007 revenues are ahead of the calendar 2006 revenues by \$59,886.

Rounds of play for calendar year 2007 are now at a new course record of 28,777. The golf instruction program was 100% full in 2007, while competitive league play revenues increased by 30% over the previous year.

III. Current Challenges

- To identify and obtain information from the golfers on their total experience in the following areas: Course conditions, layout, value, customer service and amenities.
- To make improvements in the five previously mentioned areas from which golfers would give as feed back. Through this method, we hope to encourage customers to return to the course more frequently, which should increase revenues.
- To provide an improved infrastructure for the golfers, which includes better course drainage, improved cart paths, finished paved parking lot and a completed landscape around the clubhouse.
- To locate and provide a water source within the course that can be directed into the irrigation pond for irrigation use.
- Continue to create a marketing plan and strategy that will bring more golfers to the course between the hours of 6:00 am and 2:00 pm weekdays.
- Need to work with Human Services Director in obtaining the appropriate Municipal Employee - Employment Guidelines so as to control employee cost.

IV. Significant Proposed Changes for the Upcoming Fiscal Year and Budget Impact

- Manage the new a 60' x 24' double trailer as efficiently as possible, which will improve the services for our customers.
- Supporters of Sassamon Trace continue the implementation of their course improvement campaign by supplying other improvements to the course in conjunction with the course's management team.
- Increase certain fees with discount replay opportunities (Marketing/Price Plan.)

V. On the Horizon

The Town needs to explore the following areas:

- Possibility of practice facility within the course's perimeter (two possibilities.)
- Increase golf fees in future as other site amenities are provided.
- Create other recreation and leisure opportunities at the course at specific times of the year for our residents.



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Appropriation Summary

Sassamon Trace Golf Course Enterprise Fund

Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Salaries						
Personnel Services	145,353	152,417	4.9%	150,220	-2,197	-1.4%
Total Salaries	145,353	152,417	4.9%	150,220	-2,197	-1.4%
Operating Expenses						
Club House Expense	325,005	344,086	5.9%	357,481	13,395	3.9%
Supplies - Club House	27,242	28,573	4.9%	23,505	-5,068	-17.7%
Other Facility Expense	7,891	7,500	-5.0%	7,500	0	0.0%
Golf Cart Expense	9,440	9,326	-1.2%	16,251	6,925	74.3%
Course Maintenance Expense	108,430	75,475	-30.4%	87,475	12,000	15.9%
Total Operating Expenses	478,007	464,960	-2.7%	492,212	27,252	5.9%
Total Operations	623,360	617,377	-1.0%	642,432	25,055	4.06%

Reserves

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Reserve Fund						
Reserve for Appropriation	0	0	#DIV/0!	0	0	#DIV/0!
Total Reserve Fund	0	0	#DIV/0!	0	0	#DIV/0!
Total Reserve Fund	0	0	#DIV/0!	0	0	#DIV/0!

Employee Benefits

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Employee Benefits						
Other Personal Services	20,026	37,073	85.1%	39,929	2,856	7.7%
Other Charges & Expenditures	12,203	12,000	-1.7%	11,291	-709	-5.9%
Total Employee Benefits	32,229	49,073	52.3%	51,220	2,147	7.7%
Total Employee Benefits	32,229	49,073	52.3%	51,220	2,147	4.4%

Debt Service

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Debt Service						
Principal	195,930	195,931	0.0%	195,931	0	0.0%
Interest	133,606	125,368	-6.2%	116,856	-8,512	-6.8%
Total Debt Service	329,536	321,299	-2.5%	312,787	0	0.0%
Total Debt Service	329,536	321,299	-2.5%	312,787	-8,512	-2.6%

Golf Course	985,125	987,749	0.3%	1,006,439	18,690	1.89%
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Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Staffing

	2006	2007	2008	2009	2010
Golf Course Manager	1	1	1	1	1
Assistant Golf Course Manager	0.6	0.6	0.6	0.6	0.6
Clubhouse Supervisor	0	0	0	0.6	0.6
Club Attendants	1.5	1.5	1.5	1.2	1.3
Rangers/starters/cart attendants	1.2	1.2	1.3	1.3	1.1
Total FTE	4.3	4.3	4.4	4.7	4.6

Total FT/PT

2FT/15 PT

2FT/15 PT

2FT/ 15PT

3FT/13PT

3FT/12PT

Notes



Town of Natick

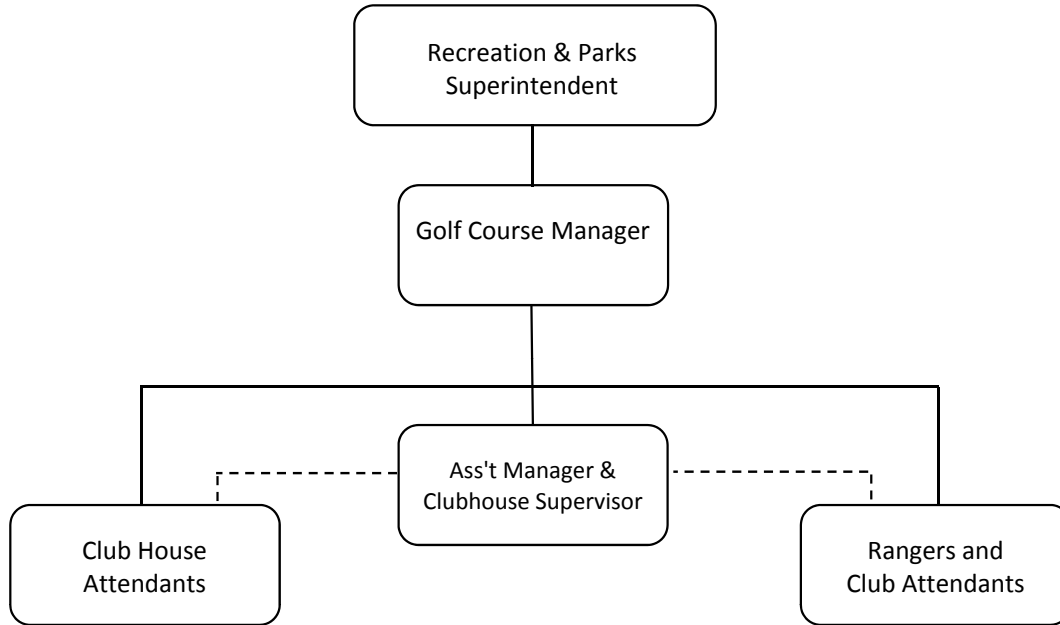
Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Organizational Chart





Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Operations

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
Salaries Management	59,965	61,764	3.0%	63,616	1,852	3.0%
Salaries Operational Staff	17,633	32,999	87.1%	33,218	219	0.7%
Salaries Part-time Operational	45,183	28,371	-37.2%	29,188	817	2.9%
Salaries Golf Support	22,572	29,283	29.7%	24,198	-5,085	-17.4%
Personnel Services	145,353	152,417	4.9%	150,220	-2,197	-1.4%
Utilities - Electric	10,531	21,800	107.0%	19,990	-1,810	-8.3%
Building Lease/Repairs	34,984	30,589	-12.6%	30,680	91	0.3%
Lease Payment Land	54,342	55,697	2.5%	56,961	1,264	2.3%
Management Contract Grounds	211,600	218,100	3.1%	234,800	16,700	7.7%
Communication Telephone	2,523	3,156	25.1%	3,180	24	0.8%
Dues/Subscriptions	896	1,000	11.6%	1,000	0	0.0%
Advertising/Promotion	2,232	4,100	83.7%	3,400	-700	-17.1%
Bank & Credit Card Fees	6,929	7,744	11.8%	6,470	-1,274	-16.5%
Software Maintenance	968	1,900	96.3%	1,000	-900	-47.4%
Club House Expense	325,005	344,086	5.9%	357,481	13,395	3.9%
Supplies - Club House	2,214	2,000	-9.7%	2,000	0	0.0%
Merchandise Pro Shop	24,032	25,573	6.4%	20,505	-5,068	-19.8%
Custodial Supplies	997	1,000	0.3%	1,000	0	0.0%
Supplies - Club House	27,242	28,573	4.9%	23,505	-5,068	-17.7%
Insurance	5,000	5,000	0.0%	5,000	0	0.0%
Facility Upgrades	2,891	2,500	-13.5%	2,500	0	0.0%
Other Facility Expense	7,891	7,500	-5.0%	7,500	0	0.0%
Golf Cart Repairs	5,839	5,250	-10.1%	11,928	6,678	127.2%
Golf Use Sales Tax (ALL)	3,601	4,076	13.2%	4,323	247	6.1%
Golf Cart Expense	9,440	9,326	-1.2%	16,251	6,925	74.3%



Town of Natick

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FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Utilities - Water	86,222	53,200	-38.3%	68,700	15,500	29.1%
Environmental Monitoring	12,209	10,000	-18.1%	8,000	-2,000	-20.0%
Irrigation Electricity	5,346	8,275	54.8%	7,275	-1,000	-12.1%
Phragmites Control	2,500	2,500	0.0%	2,000	-500	-20.0%
Course Supplies	2,152	1,500	-30.3%	1,500	0	0.0%
Course Maintenance Expense	108,430	75,475	-30.4%	87,475	12,000	15.9%
Total Operating Expenses	623,360	617,377	-1.0%	642,432	25,055	4.1%

Reserve Fund

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %	
Reserve for Appropriation	0	-	#DIV/0!	0	0	#DIV/0!
Other Charges	0	-	#DIV/0!	0	0	#DIV/0!
Total Reserve Fund	0	-	#DIV/0!	0	0	#DIV/0!

Employee Benefits

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010 \$ %	
FICA Medicare	2,107	2,448	16.2%	5,000	2,552	104.2%
Group Insurance Health	15,971	29,625	85.5%	2,341	-27,284	-92.1%
Unemployment	1,948	5,000	156.7%	32,588	27,588	551.8%
Other Personal Services	20,026	37,073	85.1%	39,929	2,856	7.7%
Retirement	12,203	12,000	-1.7%	11,291	-709	-5.9%
Other Charges & Expenditures	12,203	12,000	-1.7%	11,291	-709	-5.9%
Total Employee Benefits	32,229	49,073	52.3%	51,220	2,147	4.4%



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Enterprise Fund

Debt Service

	2008 Actual	2009 Appropriated	08 vs. 09 %	2010 Requested	2009 vs. 2010	
					\$	%
2002 Golf Course	150,000	150,000	0.0%	150,000	0	0.0%
2002 Golf Course (Landfill Portion)	36,528	36,528	0.0%	36,528	0	0.0%
2007 Golf Course (Landfill Portion)	9,402	9,403	0.0%	9,403	0	0.0%
Principal	195,930	195,931	0.0%	195,931	0	0.0%
2002 Golf Course	105,465	99,315	-5.8%	92,940	-6,375	-6.4%
2002 Golf Course (Landfill Portion)	22,380	20,719	-7.4%	19,020	-1,699	-8.2%
2007 Golf Course (Landfill Portion)	5,761	5,334	-7.4%	4,896	-438	-8.2%
Interest	133,606	125,368	-6.2%	116,856	-8,512	-6.8%
Total Debt Service	329,536	321,299	-2.5%	312,787	-8,512	-2.6%
Total All Sassamon Trace	985,125	987,749	0.3%	1,006,439	18,690	1.9%



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace

Line-Item Detail

Enterprise Fund

Narrative:

Operational Expenses

Personnel Services:

Salaries Management - This line item contains a full-time Manager for the Sassamon Trace Golf Course Operation.

Salaries Operational Staff - This line item contains a seasonal full-time Assistant Manager for the Course Operation.

Salaries Part-Time Operational Staff - This line item represents seasonal part-time Club House Attendants that wait on and deal with customers within the trailer area.

Salaries Golf Support - This line item represents the seasonal part-time Rangers/Starters that deal with and monitor golfers on the course. This account also represents seasonal part-time Golf Cart Attendants that maintain and clean golf carts, keep the trailer area clean and assist the rangers on the Course when needed.

Club House Expenses:

Advertisement/Promotion - This fund covers the costs for promotion of course through discount coupons and newspapers. All legal notices, printed materials and postage costs are covered under this account.

Bank & Credit Card Costs - This line item represents the costs to the Town of Natick for being able to process credit cards from Sassamon Trace customers.

Telephone - Account covers the phone system, credit card and fax line to the trailer. The Manager's cell phone is also part of this account.

Dues, Subscriptions & Travel - Covers the PGA Membership dues for Golf Pro Manager along with Massachusetts Golf Association Membership for Sassamon Trace. Also included is mileage funds for manager.

Merchandise Pro-Shop - This account represents the following costs at the Pro-Shop.

- Merchandise
- Food & Beverage
- Handicapped System/Golfer (Called GHIN)
- Cost of Rental Clubs and Pull Carts

Pro-Shop Sales Tax/Golf Cart Tax - This represents the Massachusetts 5% sales tax on all eligible food, beverage, merchandise and golf cart sales.

Software Maintenance - This account provides the funds for the maintenance of our computer software system.

Supplies - This represents the cost for pencils, gift certificates, postage, general office supplies and equipment supplies.

Electricity - This account provides funds for the electrical operation of the clubhouse, golf carts and maintenance building.

Custodian Supplies - This account covers cleaning supplies, paper goods and custodian supplies.

Golf Course Expenses:

Course Supplies - This represents various items that are needed on the course for the convenience of the golfers. Replacement netting for the golf practice net is also included in this section.

Irrigation/Electricity - This represents the electrical cost for the operation of the irrigation system.

Repairs & Building Leases - This section represents the lease of a new 60' x 24' trailer. This account also includes the rental of a port-a-potty and alarm system to the golf trailer. The fixed yearly maintenance cost for our irrigation computer system is also included in this section.

Irrigation/Water - This line item represents the cost for the Town of Natick water and sewer that the course must pay for.

Lease Payments/Land - This line item represents the current lease payment to Alex Dowse for the rental of land that holes #4 through #8 are located on. By agreement, we are responsible for the taxes of this property.

Maintenance Contract - This represents the payments to Sterling Golf Management for Turf Maintenance of the Golf Course.

Environmental Monitor - This account represents the environmental monitoring and testing requirements that the Town of Natick must perform as per order of conditions through the Natick Conservation Commission.

Phragmite Control - This line item represents the second year of a three-year agreement of the Contract with Lycotte Environmental.



Town of Natick

Home of Champions

FY 2010 Budget Development

Department: Sassamon Trace Line-Item Detail

Narrative:

Operations (con't)

Golf Carts - This line item represents a per cart service agreement with minor repair money for the golf course's 30 golf carts. The funding for the repairs to the major renovation parts for carts would be provided through the Chapter 44, 53-1/2 Revolving Fund Account that the course now utilizes.

Facility Upgrades - This account represents renovations to the Course that are not the responsibility of Sterling Golf Management. The work for this year would include the completion of paving the parking lot with asphalt as needed.

Reserve Fund

Employee Benefits

Pays for benefits for Sassamon Trace Benefit eligible employees.

Debt Service

Pays for Principal and Interest on the Golf Course development & Landfill closure.